



# Orem Public Library Strategic Plan *2006-2010*

City of Orem

Updated October 2005

# *Mission, Vision, and Core Values*

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## **Mission:**

We bring our best friends and the best books together.

## **Vision:**

Orem Public Library...the best public library on the planet.

## **Core Values:**

Our values are centered in people, both citizens and co-workers.

- We give the people their money's worth...and then some.
- A rule is no substitute for a brain or a heart.
- The customer is our best friend.
- We do a few things and we do them very well.
- We are a corporate family – unified, involved, and committed.
- We value intellectual freedom.
- Our priorities are Staff, Collection, Access, Environs, and Programs...in that order.

# *Staff*

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The Library has a superior staff of knowledge workers--gregarious, bookish techies who love people, books, and technology...in that order; a staff that is firmly grounded in our values, committed to our mission, and dedicated to our priorities; an eager and happy staff, productively engaged, involved, and unified in attaining our goals; a staff that is equipped to give high quality service, excellent by any standard in a workplace that is safe, fun, invigorating, challenging, innovative and thoughtful, and without fear of failure. We work hard and we work smart, with a staffing level that is lean and mean.

## **1.1 Library staff members will be dedicated to our mission, vision, and values, and will be united in carrying out our strategic plans.**

- A. Incorporate the Library's mission, vision, values, and unique approach to priorities into Department, Division, and Section planning discussions as appropriate. Evaluate annually.  
Responsible Party: Supervisory and Management Staff  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- B. Several long-time staff in leadership positions are close to retirement. Prepare the next generation of Library leadership through recruitment, and by developing current staff. Plan and conduct mentoring sessions and create written expressions of our philosophy.  
Responsible Party: Management Staff  
Timeline: FY05/06  
Estimated Cost: N/A
- C. Involve staff in the annual strategic planning process. Develop an annual plan that is challenging but not overwhelming, coordinated and correlated.  
Responsible Party: Director and Division Managers  
Timeline: October 2006; annually thereafter  
Estimated Cost: N/A

## **1.2 Staff will continually expand their knowledge of the collection, of the world of information, and of the community, and will continually refine their job skills.**

- A. Develop and implement plans to support increasing staff knowledge of the collection, and to provide guided exploration and discovery. Develop a list of recommended classes for tuition reimbursement.  
Responsible Party: Division Manager, Reference  
Timeline: FY05/06

Estimated Cost: N/A

- B. Assess reference service and develop a five year reference service training plan to improve. Conduct periodic reviews and an annual evaluation.  
Responsible Party: Reference Training Librarian  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- C. Develop a five-year plan for the ongoing training and development of the Library's supervisory staff. Continue participation in City-wide supervisory training. Supplement with additional training focused on the Library's particular needs.  
Responsible Party: Division Managers  
Timeline: FY05/06; ongoing
- D. Conduct annual staff training workshops which focus on our priorities.  
Responsible Party: Director and Division Managers  
Timeline: FY05/06; ongoing  
Estimated Cost: \$800 per year
- E. Furnish the Library's training room to accommodate 12 participants. Develop and implement training programs for the staff on use of the Internet, in-house electronic databases, Intranet, and software.  
Responsible Party: Division Managers; Automation Staff  
Timeline: FY05/06  
Estimated Cost: N/A
- F. Estimated Cost: N/A Assess the quality and pacing of new staff training. Implement plans to improve as needed.  
Responsible Party: Division Managers  
Timeline: FY06/07  
Estimated Cost: N/A
- G. Develop a public services staff training program with a focus on quality customer relations.  
Responsible Party: Division Managers  
Timeline: FY06/07  
Estimated Cost: N/A

**1.3 Staff will find their workplace enjoyable, invigorating, and rewarding, with open communication the standard.**

- A. Implement programs to more frequently and more meaningfully celebrate successes and recognize outstanding customer service. Evaluate efforts annually.

Responsible Party: Director and Division Managers  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A

- B. Create ad hoc committees to bring employees from different sections together to creatively solve library problems.

Responsible Party: Director and Division Managers  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A

- C. Bring employees from different sections together to meet on a regular basis. Continue quarterly staff meetings with the Director and Division Managers to share information, answer questions, and receive input.

Responsible Party: Director and Division Managers  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A

**1.4 Maintain a staffing level adequate for the delivery of quality library service. Implement creative solutions to staffing needs.**

- A. Assess staffing levels at all public services desks. Re-allocate resources and implement other changes as appropriate.

Responsible Party: Division Managers  
Timeline: FY05/06  
Estimated Cost: N/A

- B. Hire flex Library Pages to assume 40 hours per week of shelf reading and collection condition review. This alleviates pressure associated with increased collection use and re-directs the work of Assistant Librarians.

Responsible Party: Division Manager, Circulation  
Timeline: FY06/07  
Estimated Cost: \$14,534 per year

- C. Hire a flex Associate Librarian, using Festival funds, to support the Timpanogos Storytelling Festival. This requires an increase of Friends support from \$5,000 to \$15,000 annually for flex staff.

Responsible Party: Festival Liaison  
Timeline: FY06/07  
Estimated Cost: \$10,000 per year (Friends donation)

- D. Make the Library's part-time Systems Analyst position full-time to provide systems administration, to identify and implement labor-saving technologies, and to lead library automation and supervise the Automation section.

Responsible Party: Division Manager, Automation  
Timeline: FY07/08

Estimated Cost: \$32,090 per year

**1.5 Attract and retain excellent employees.**

- A. Raise the average hourly wage for flex Assistant Librarians from \$9.25 to \$10.25 per hour, making their salaries more competitive in the local market.

Responsible Party: Division Managers

Timeline: FY06/07

Estimated Cost: \$13,800 per year

- B. Budget for annual performance increases for flex Library Pages, \$.25 per hour.

Responsible Party: Division Manager, Circulation

Timeline: FY06/07

Estimated Cost: \$3,550 per year

**1.6 Staff and volunteers will have the tools they need to do the job well.**

- A. Maintain a well-planned timeline and submit budget requests to correct any software and hardware needs.

Responsible Party: Library Systems Analyst and Automation Staff

Timeline: FY05/06; ongoing

Estimated Cost: N/A

- B. Develop and implement a timeline to complete documentation for all automation routines and procedures manuals in all areas.

Responsible Party: Division Managers

Timeline: FY05/06

Estimated Cost: N/A

- C. Install Web Reporter or other statistics reporting software, and train staff in its use.

Responsible Party: Library Systems Analyst

Timeline: FY06/07

Estimated Cost: To be determined.

## *Collection*

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A Library is its collection. We provide a superior collection that preserves and makes readily available the intellectual capital of our society; a collection built for the independent learner; a collection that is responsive to the needs of an increasingly diverse community; and a collection in which the doctrine of best format is applied.

### **2.1 Maintain a high quality collection that is responsive to the needs of an increasingly diverse community.**

- A. Assess collections, collection development strengths and weaknesses, and funding levels for each collection area. Make reassignments and re-allocate funds as appropriate. Develop long range plans for improvement.  
Responsible Party: Division Manager, Collection  
Timeline: FY05/06  
Estimated Cost: N/A
- B. Expand the recorded music CD collection with an emphasis on more breadth and depth in both classical and contemporary. Conduct an annual evaluation to gauge progress.  
Responsible Party: Collection Developers  
Timeline: FY05/06  
Estimated Cost: \$5,000 (Media Revenue)
- C. Conduct annual inventories, collection assessments, and weeding projects as scheduled, with the entire collection inventoried and evaluated every five years.  
Responsible Party: Collection Development Committee  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- D. Assess the overall condition of the collection and develop short and long range plans to improve the condition.  
Responsible Party: Collection Maintenance Associate  
Timeline: FY05/06  
Estimated Cost: N/A
- E. Build the collection endowment fund and continue to actively encourage gifts to the collection. Conduct an annual assessment of efforts and progress.  
Responsible Party: Director and Gifts Associate Librarian  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A

- F. Build a collection of materials for book discussion groups, using donations to purchase multiple copies.  
Responsible Party: Division Manager, Collection  
Timeline: FY05/06; ongoing  
Estimated Cost: \$2,000 per year

**2.2 The collection will include a well-developed local history component.**

- A. Develop and implement a strategy to collect, catalog, and digitize photographs relating to Orem's history.  
Responsible Party: Collection Development and Automation Staff  
Timeline: FY06/07  
Estimated Cost: N/A
- B. Develop and implement a strategy to preserve and promote the oral histories being collected by the Orem Heritage Commission.  
Responsible Party: Collection Development and Automation Staff  
Timeline: FY06/07  
Estimated Cost: N/A

**2.3 Selectors will be guided by a collection development policy that reflects the information needs of this growing and diverse community.**

- A. Review the Library's Objectives and Policy Statements with the Library Advisory Commission every three years. Submit an endorsed copy to the State Library July 1, 2007 and every three years thereafter.  
Responsible Party: Director  
Timeline: July 1, 2007; every three years thereafter  
Estimated Cost: N/A

**2.4 The Library will acquire the best of emerging formats.**

- A. Evaluate emerging technologies that hold potential for electronic delivery of information.  
Responsible Party: Collection Development Committee  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- B. Catalog selected Internet sites and provide subject access through the Library's online catalog.  
Responsible Party: Catalogers  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A

**2.5 The Library will house an exceptional storytelling collection including recorded performances, resources, and guides.**

- A. Conduct an assessment of storytelling materials across collections. Create a strategy for future development and promotion of these materials.

Responsible Party: Collection Development Committee

Timeline: FY06/07

Estimated Cost: N/A

## Access

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Access involves moving people towards information through reference and advisory service, classification and cataloging, presentation of the collection to the public, and circulation services. We give responsive, visible aid to readers and researchers; we provide the best possible access to the collection through an excellent catalog, and through displays and other means of presentation; and we offer a system of simplified and user-friendly circulation.

### **3.1 Respond to the needs of our customers by providing convenient and helpful access to quality collections and services.**

- A. Assess staffing levels at all public service desks. Develop and implement plans to correct deficiencies.

Responsible Party: Division Managers

Timeline: FY05/06

Estimated Cost: N/A

- B. As Orem's population increases, consider and implement means to emphasize personalized service and interaction.

Responsible Party: Division Managers

Timeline: FY05/06

Estimated Cost: N/A

- C. Develop and implement short and long range plans to expand services to teens and adults.

Responsible Party: Division Manager, Reference

Timeline: FY05/06

Estimated Cost: N/A

- D. Reconsider all fees and charges, including loan fees for non-fiction videos and non-resident fees.

Responsible Party: Division Managers

Timeline: FY05/06

Estimated Cost: N/A

- E. Install a fourth self check machine.

Responsible Party: Circulation Associate Librarian

Timeline: FY07/08

Estimated Cost: \$25,000

- F. Expand open hours from 66 to 72 hours per week, opening at 9:00am each morning and staying open until 9:00pm Monday through Saturday.

Estimated cost includes salary and benefits for permanent full-time Assistant Librarian.

Responsible Party: Division Manager, Reference  
Timeline: FY09/10  
Estimated Cost: \$61,000

**3.2 Provide cataloging and classification that gives the best possible access to the collection.**

- A. Complete retrospective cataloging projects, large and small, including Dewey cleanup projects, adding summary notes, and sheet music contents. Report monthly on progress and projects pending.  
Responsible Party: Catalog Projects Librarian  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- B. Develop a timeline for training the Kids on the Move librarian with a target date for KOTM staff assuming responsibility for cataloging the growing collection in the Branch Library on Disabilities. Conduct an assessment of the KOTM/OPL cooperative relationship.  
Responsible Party: KOTM Liaison  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- C. Investigate hardware and software to allow printing of labels tying all parts of a kit together. Select the best system from those available. Estimated cost reflects the only complete system identified so far, the ABCD system from Computype.  
Responsible Party: Processing Associate; Automation Staff  
Timeline: FY05/06  
Estimated Cost: \$6,500

**3.3 Offer patrons access to our collections, programs, and services through quality printed materials and displays, and through an attractive and orderly presentation of materials.**

- A. Complete a thorough review and customization of HIP and StaffPAC.  
Responsible Party: Division Managers; Library Systems Analyst  
Timeline: FY05/06  
Estimated Cost: N/A
- B. Develop and implement a five-year plan for updating and creating new readers' advisory lists, including an annual printed booklet of lists as a fundraiser. Develop a strategy to present lists electronically on the web.  
Responsible Party: Reference Librarians  
Timeline: FY05/06  
Estimated Cost: N/A

- C. Assess, plan, and implement ways to promote excellent collection items, electronic resources, and services.  
Responsible Party: Division Manager, Reference  
Timeline: FY05/06  
Estimated Cost: N/A

#### **3.4 Offer appropriate services through the Web.**

- A. Work with the City Webmaster in re-designing the Library's web page. Add online services as they become feasible, including payment of fees and charges, self-registration, reference service, advisory lists, streaming media, and patron suggestions for purchase. Conduct an annual assessment of the website.  
Responsible Party: Division Manager, Automation  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- B. Implement DYNIX WebFeat or a similar product for simultaneous searching of the catalog and electronic databases.  
Responsible Party: Library Systems Analyst  
Timeline: FY07/08  
Estimated Cost: \$3,000 per year
- C. Evaluate our filtering software, comparing it to other products. Also review our procedures relating to in-house Internet use.  
Responsible Party: Reference Management Team and Automation Staff  
Timeline: June 2007; ongoing every three years  
Estimated Cost: N/A

#### **3.5 Implement new labor-saving technologies to move information to patrons faster and more effectively.**

- A. Implement Smart Card technology for payment of fines and fees at self-service checkout. Investigate and implement other mechanisms for payment of fines and fees, including e-commerce options.  
Responsible Party: Library Automation Staff  
Timeline: FY06/07  
Estimated Cost: \$10,000
- B. Implement Radio Frequency Identification (RFID) technology for self-service circulation, shelf reading and inventory control. Seek grants to tag collection items.  
Responsible Party: Automation Staff and Division Managers  
Timeline: FY06/07  
Estimated Cost: \$223,000

- C. Install automated self-service check-in units at each bookdrop.  
Responsible Party: Division Manager, Circulation  
Timeline: FY08/09  
Estimated Cost: \$190,000

## *Environ*

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We provide a physical environment that enhances the total library experience; an environment that is welcoming, safe, comfortable, and intellectually invigorating; and an environment in which patrons find themselves quickly oriented, guided, and at ease to pursue their information needs.

### **4.1 Correct the physical facilities problems associated with an aging building and heavy use.**

- A. Complete the scheduled remodeling project in the south wing, replacing ceiling tiles and lighting fixtures, heating and air delivery systems, remodeling main floor restrooms, and replacing carpet.

Responsible Party: Director and Division Managers

Timeline: FY05/06

Estimated Cost: \$1.9 million

- B. Replace the worn out lounge furniture in the Adult wing basement.

Responsible Party: Adult/Teen Librarian

Timeline: FY06/07

Estimated Cost: \$8,500

### **4.2 Expand, remodel, and retrofit public areas to accommodate growing collections, increasing patron use, and changing needs.**

- A. As part of the remodel of the south wing, explore means of creating space for individual reading and study, as well as space for book and writers discussion groups.

Responsible Party: Division Manager, Reference

Timeline: FY05/06

Estimated Cost: N/A

- B. Remodel the circulation area, placing self-check units more prominently and making self-service holds possible. This project involves building new desk units. Architect's detailed drawings are completed.

Responsible Party: Circulation Associate

Timeline: FY06/07

Estimated Cost: \$27,000

- C. Remodel the Library booksale area to create a *Friends of the Library* store. Architect's concept drawings are completed.

Responsible Party: Division Manager, Reference

Timeline: (awaiting funds; on the CIP list)

Estimated Cost: \$74,000

- D. Add an acoustical cloud and additional stage lighting to the Children's Storytelling Wing.  
Responsible Party: Division Manager, Reference  
Timeline: (awaiting funds; on the CIP list)  
Estimated Cost: \$11,000
  
- E. Construct an addition to the west end of the Children's wing to provide for an expanded main floor Media Department. Architect's concept drawings are completed.  
Responsible Party: Division Manager, Reference  
Timeline: (awaiting funds; on the CIP list)  
Estimated Cost: \$1,114,000
  
- F. Submit a CIP proposal to construct a single story addition in the lower garden connecting Media and Adult's on the basement level. This addition would provide an attractive reading area and an interior walkway for patrons during inclement weather.  
Responsible Party: Division Manager, Reference  
Timeline: FY07/08  
Estimated Cost: N/A
  
- G. Add four ranges of shelving to the Junior Non-fiction area.  
Responsible Party: Children's Librarian  
Timeline: FY07/08  
Estimated Cost: \$9,600
  
- H. Submit a CIP proposal to enclose the outside upper triangle off the children's mezzanine to create an atrium/reading/program area.  
Architect's estimate is \$133,300  
Responsible Party: Division Manager, Reference  
Timeline: FY07/08  
Estimated Cost: N/A

#### **4.3 Modify outdated workspaces to accommodate new technologies and changes to workflow.**

- A. Remodel staff workspaces in the Administrative Area (Cataloging, Processing, Acquisitions, Mending and Administration) to accommodate newer technologies and changed workflow.  
Responsible Party: Director and Division Managers  
Timeline: (designated as part of City Center remodel on the CIP list; awaiting funds)  
Estimated Cost: \$190,000

#### **4.4 Increase safety and security in the Library.**

- A. Install security cameras in public areas.  
Responsible Party: Division Managers  
Timeline: FY05/06  
Estimated Cost: N/A
- B. Convert DVD cases to security cases for theft protection.  
Responsible Party: Division Manager, Reference  
Timeline: FY05/06  
Estimated Cost: \$7,000 (Media Revenue)
- C. Conduct staff training on how to respond to emergencies.  
Responsible Party: Division Manager, Reference  
Timeline: FY05/06  
Estimated Cost: N/A
- D. Develop a disaster recovery plan for collection preservation in all likely scenarios.  
Responsible Party: Collection Maintenance Associate Librarian  
Timeline: FY05/06  
Estimated Cost: N/A
- E. Work with City Emergency Manager to prepare for community emergency response.  
Responsible Party: Division Managers  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- F. Install a backup generator for the Children's wing to provide uninterrupted service during power outages and to provide for building use in a city-wide emergency.  
Responsible Party: Division Manager, Circulation  
Timeline: (awaiting funds; on the CIP list)  
Estimated Cost: \$126,000

#### **4.5 Improve patron access through better signage and directories.**

- A. Install a directory at the Library main entrance, and evaluate and improve signage in all collection areas. Consider needs for bi-lingual Spanish/English signs.  
Responsible Party: Division Manager, Reference  
Timeline: FY05/06  
Estimated Cost: \$3,000

#### **4.6 Display the City's art collection in a quality manner.**

- A. Print and distribute the City of Orem Visual Arts Collection booklet.

Responsible Party: Division Manager, Reference  
Timeline: FY05/06  
Estimated Cost: N/A

- B. Develop a budget plan for the ongoing maintenance of the art collection.  
Responsible Party: Division Manager, Cataloging  
Timeline: FY05/06  
Estimated Cost: N/A

## *Programs*

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The best program is a good collection. Library programs are simply a tool to reveal the strengths of the collection and to connect patrons with a staff of knowledge workers. The Library supports the Timpanogos Storytelling Festival in preserving and promoting the art of storytelling.

### **5.1 Library programs will spotlight that which is particularly noteworthy in the collection.**

- A. Conduct an assessment of programs library-wide. Consider best format, frequency, content and delivery, and develop plans to improve.

Responsible Party: Reference Division Management Team

Timeline: FY05/06

Estimated Cost: N/A

- B. Develop and implement strategies to more effectively publicize library collections, services and programs. Conduct an annual assessment.

Responsible Party: Reference Division Management Team

Timeline: FY05/06, ongoing

Estimated Cost: N/A

- C. Develop and implement a plan for Internet and electronic resources programs for the public.

Responsible Party: Division Manager, Reference

Timeline: FY05/06

Estimated Cost: N/A

### **5.2 The Library's volunteer program will provide rewarding experiences to volunteers and meaningful support to the Library.**

- A. Evaluate past efforts to recruit, train, and retain volunteers. Develop a strategy to increase quality recruitment and training. Actively recruit and train additional volunteers to staff the Library's Internet area.

Responsible Party: Library Management Team

Timeline: FY05/06; ongoing

Estimated Cost: N/A

- B. Develop a list of subject specialists in the community who can assist with advanced reference support.

Responsible Party: Reference Staff

Timeline: FY05/06

Estimated Cost: N/A

- C. Organize a new Friends group under the umbrella of the City of Orem Foundation dedicated to fundraising for the collection endowment fund.  
Responsible Party: Director  
Timeline: FY05/06  
Estimated Cost: N/A
- D. Create materials for the City of Orem Foundation, including a web page, brochure, and sample correspondence.  
Responsible Party: Director  
Timeline: FY06/07  
Estimated Cost: N/A
- E. Work with the Library Advisory Commission and Cultural Arts Advisory Commission to develop a schedule of issues for their review.  
Responsible Party: Director  
Timeline: ongoing  
Estimated Cost: N/A

**5.3 The Library will support the annual Timpanogos Storytelling Festival in preserving and promoting the art of storytelling.**

- A. Continue to support the Festival by providing all facilities arrangements for the annual event and the mid-winter workshop.  
Responsible Party: Festival Liaison  
Timeline: FY05/06; ongoing  
Estimated Cost: N/A
- B. Assist the Festival Board in developing and implementing a five-year strategic plan. Evaluate library staff involvement in Festival tasks, including coordinating school groups, merchandising, volunteer recruitment, accounting and record-keeping, and grant writing, and present a recommended strategy to the Board regarding future staffing needs.  
Responsible Party: Festival Liaison  
Timeline: FY05/06  
Estimated Cost: N/A